

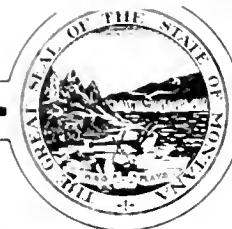
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FINAL REPORT

OLD WEST REGIONAL COMMISSION
AGRICULTURAL MARKETING PROGRAM

GRANT NO. 10971094
DECEMBER, 1978 - SEPTEMBER, 1980

SUBMITTED BY:

W. Gordon McOmber, Director
MONTANA DEPARTMENT OF AGRICULTURE
GRANTEE

October 29, 1980

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I. INTRODUCTION:

The Old West Regional Commission Agricultural Marketing Program - Phase II was established and operated through Grant Number 10971094 with W.G. McOmber, Director of the Montana Department of Agriculture designated as Grant Administrator.

The scope of service of the Grant was that the necessary personnel, facilities and services be provided in order to Expand and Develop Markets for Agricultural Commodities and Food Products produced in the Old West States.

II. OBJECTIVES:

1. To outline programs and priorities which streamline and make our marketing development activities more effective.
2. To identify market opportunities and to plan and initiate programs which will expand markets for agricultural products.
3. To cooperate with the ongoing market development programs of the states within the Old West Region. To work closely with state departments of agriculture, universities, the Foreign Agriculture Service and others interested in agricultural market development. Special attention will be paid to producers and processors.

III. SUMMARY STATEMENT:

The Agricultural Marketing Program provided an intensive, well organized effort to accomplish an effective linkage between national trade development programs, individual state programs and actual resultant sales of products from the Region.

The Program operated within the policy direction of the Grant Administrator and the Commission's Agriculture and Natural Resources Advisory Committee. This direction together with a close working relationship with state agricultural marketing personnel served as the foundation for a highly successful program with a wide range of support from producers and marketing interests in the Region.

Important activities conducted by the Program during this period include five major special marketing projects, participation in five international trade exhibits, sponsored four trade missions to ten foreign countries, and processing of eighty-two specialized trade leads. This high level of activity together with participation and presentations at seminars in each of the states has resulted in a high level of visibility and excellent creditability for the Program, state programs, and the Commission.

Thirty-nine firms participated directly in missions and exhibits. Other forms of assistance and services were provided to some hundred others.

IV. SUMMARY OF PROJECT ACTIVITIES AND RESULTS:
SEPTEMBER, 1978 - SEPTEMBER, 1980:

A. Special Marketing Projects:

1. Beef From The Old West Film
2. Asian Market Potential
3. Select Foreign Market Survey
4. Old West Region Hide Marketing Analysis

B. Trade Shows and Exhibits:

1. U.S. Red Meat Exhibit, Tokyo, Japan, September 1978
2. S.U.S.T.A. Exhibit, New Orleans, February 1979
3. Japanese Food Buying Exhibit, Los Angeles, August 1979
4. A.N.U.G.A. Exhibit, Cologne, Germany, September 1979
5. Japanese Food Buying Exhibit, Kansas City, September 1980

Verified "direct" sales \$3,515,000

C. Trade Missions:

1. Trade Development Mission to Select Asian Countries, April 1979
2. Select Trade Mission to Japan, Korea, Taiwan, March 1980
3. Japanese Sunflower Market Development Team to Old West Region, August 1980
4. Livestock Trade Development Mission to Argentina, Uruguay, Brazil, August 1980

Verified "direct" sales \$3,131,000

D. Select Trade Leads and Market Services:

During the period of September, 1978 through September, 1980 eighty-two (82) select trade leads received special follow-up service by this office. Follow-up includes efforts by firms, state marketing personnel, Mr. Hutchinson, and the Tokyo office.

Verified "direct" sales \$6,580,200

Total verified "direct" sales from all activities

\$13,226,200

OLD WEST REGIONAL COMMISSION

AGRICULTURAL MARKETING PROGRAM

Phase II September, 1978 - September, 1980

SPECIAL MARKETING PROJECTS

1. "Beef From The Old West" film: (Tasks 3-4-6-9-10)

The film was produced for the consuming public and emphasizes five major points. One; Beef From the Old West is a quality products. Two; Old West ranchers produce high quality cattle. Three; It takes a great deal of time and money to produce beef. Four; The individual producer receives only a portion of the dollar spent by consumers of beef. Five; Cattle make good use of a number of crop residues, grasss from marginal land, and feed grains, which people can't or won't eat, to produce meat protein for human consumption.

Modern Talking Pictures Company was contracted to distribute the film for television showings. Records provided by the company indicate a high interest in the film. The film has been telecast 121times in 23states with an estimated viewing audience of 2.9million persons including both rural and urban.

The film was also provided to Mr. Tennsion, Asian Director of the U.S. Meat Export Federation in Asia. He reports a very positive response to the film.

The film also has been provided to Departments of Agriculture and livestock interests for showings within each state.

2. Asian Market Potential Survey: (Tasks 3-4-10)

A specific market survey for agricultural products and livestock was undertaken in December 1978. Tasks included were: to communicate with Government and industry representatives in Korea, Japan, Taiwan and Singapore to 1) identify demand levels applicable to the Region; 2) survey the acceptability of an Old West Trade Mission to the area; 3) develop specific contact lists to be used by the Marketing Program and State Marketing officials; 4) secure other data relating to market development in the countries.

The project resulted in a market analysis of Korea for livestock; a listing of 78 specific contacts in the four countries; and concluded that an O.W.R.C. Trade Mission held good potential. The complete report and associated documents have been distributed to the five states in the Region.

3. Select Foreign Market Survey: (Tasks 2-6-7)

The Program conducted a comprehensive questionnaire survey to 46 select countries to secure specific market information, market structure information, buying contacts, financing interests, and government contacts. This information was utilized to develop a country-by-country profile of market potential for this office, state departments of agriculture, Jim Hutchinson and the Tokyo office.

The primary emphasis of this project was directed towards; beef cattle, dairy cattle, breeding cattle, sheep, swine, feed inputs, processed foods, and specialty crops.

4. O.W.R.C. Agricultural Marketing Program Brochure: (Tasks 2-6-9)

The Advisory Committee authorized the productions of a brochure to briefly outline the basic goals, the specific services available to sellers and buyers, and to point out the cooperation between the Program and the established State Market Development Programs.

The distribution of this brochure will increase the awareness of the Program and its relationship with state marketing efforts. This in turn will assist in providing better services and expanded sales of agricultural products from the Region.

Ample supplies of the brochures have been provided to:

- a) State Department of Agriculture
- b) O.W.R.C. Tokyo Office
- c) Agricultural Officers in 46 countries
- d) Select foreign contacts
- e) U.S. Trade Offices in eight countries

5. Analysis of the Marketing Structure and Potentials for Cattle Hides in the Old West Region: (Tasks 2-3-4-6-7-8-10)

The demand for hides both domestic and international is substantial and appears to be growing. Review of trade lead information and individual contacts received in the Agricultural Marketing Office as well as State Departments of Agriculture reflect this strong demand and a potential opportunity for expanded activity in hide marketing within the Region.

Information available related to how slaughter facilities within the Region market hides or to what level these firms engage in the hide marketing system was limited.

The objective of the project is to collect and evaluate specific information on the market patterns and price determinants of the hides produced in the Region. This information and evaluation is essential to identify potentials for direct marketing to foreign buyers and other marketing opportunities to obtain the maximum value of the hides within the Region.

TRADE SHOWS AND EXHIBITS

The following is a listing of Trade Shows and Exhibits in which the O.W.R.C. Agricultural Marketing Program participated in and coordinated with State Departments of Agriculture.

1. U.S. Red Meat Exhibit - Tokyo Japan - September, 1978: (Tasks 3-4-6-7-8-9)
 - a) A packing company participant which has made sales of some non-quota items (hanging tenders, inside skirts, tongue) to Japan credited. Show participation with increased non-quota item sales of \$165,000 and meat sales of \$100,000.
2. S.U.S.T.A. Exhibit - New Orleans - February, 1979: (Tasks 3-4-5-6-7-8-9-10)
 - a) Thirty-two (32) specific contacts made; product sample and price information sent to 16 foreign buyers. Contact information supplied to the five state departments of agriculture.
 - b) Participant firm made sales of bulk honey shipped to Europe; value \$140,000.
 - c) Participant firm made sales of granola and protein supplement to Europe and Japan; value \$150,000.
3. Japanese Food Buying Mission - Los Angeles - August, 1979: (Tasks 3-4-5-6-7-8-9-10)
 - a) Preliminary survey results indicated 16 contacts with good potential.
 - b) Projected sales as a result of show participation \$150,000.
4. A.N.U.G.A. Exhibit - Cologne Germany - September, 1979: (Tasks 3-4-5-6-7-8-9-10)
 - a) Thirteen (13) qualified market contacts resulting in purchase offer discussions.
 1. Popcorn - Europe, Mid-East, South America
 2. Millet, Sunflowers, dry edible beans - Europe, Mid-East, South America, Israel
 3. Specialized Liver - France, Spain, Mid-East
 4. Dried Egg products - France
 5. Sales value \$2,810,000
5. Japanese Food Buying Exhibit - Kansas City - September 1980: (Tasks 3-4-5-6-7-8-9-10)
 - a) Survey information provided indicate twenty-five high potential sales contacts and nine contacts for agent representation agreements were developed.
 - b) At this time no actual sales information is available. However, each firm is involved in detailed follow-up activities. Follow-up surveys will be maintained to identify sales.

TRADE MISSIONS

(Tasks 3-4-5-6-7-8-9-10)

1. O.W.R.C. Trade Development Mission to Select Asian Countries - April 1979:

The Agricultural Marketing Program in cooperation with state marketing officials sponsored a select trade team to go to Japan, Taiwan, Singapore and Korea. Utilizing market survey information developed by this Program, Mr. Hutchinson, and the Tokyo office this project was designed to provide a series of specific business meetings between team members and importing company representatives in the four countries. Additional meetings were conducted with government officers where time permitted.

Ambassadors Mansfield and Kneip both expressed keen interest in the Trade Mission project and indicated they were pleased with the O.W.R.C. Market Development efforts.

The team was comprised of six persons, plus myself. Commodities represented included: dairy cattle, beef cattle, sheep, swine, corn, feed supplements and dry edible beans.

SURVEY OF TRADE MISSION RESULTS

- a) A total of 133 meetings, including a majority of individual meetings and some joint meetings were conducted.
- b) Eleven (11) high potential trade contacts made in Japan; Six (6) in Taiwan; four (4) in Singapore; nine (9) in Korea.
- c) Nine (9) specific tenders or purchase offers were received with a potential sales value of \$3.2 million.
- d) Available information indicates direct sales made as a result of this Trade Mission:

Dry Edible beans	Japan	\$500,000
Breeding sheep	Japan	\$200,000
Dairy heifers	Korea	\$1,010,000
Beef breeding bulls	Korea	\$10,000
Breeding swine	Korea	\$30,000

2. O.W.R.C. Select Trade Mission to Japan, Korea, Taiwan - March 1980:

The Trade Mission emphasized a series of one-on-one seller and buyer business meetings with each series designed to accommodate the needs of each participant. In addition meetings were arranged with both U.S. and target country government officials.

The planning and implementation of this Mission compliments prior program activities and served as an excellent project for coordinated efforts by the Tokyo Office, Mr. Hutchinson, the Billings Office, and State Marketing personnel.

The team was comprised of eight persons, plus myself. Commodities represented included; swine, cattle, sheep, livestock feeds, skins, buckwheat, sunflowers, malting barley, animal feed ingredients and alfalfa.

SURVEY OF MISSION RESULTS

- a) One hundred and twenty-three business meetings were conducted by Mission members.
- b) Joint meetings were conducted with; U.S. Embassy Japan, U.S. Embassy Korea, U.S. Trade Office Korea, A.I.T. Taipei, C.E.T.D.C. Taipei.
- c) Preliminary information provided by Mission members indicates direct sales:

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Buckwheat	Japan	\$680,000
Breeding sheep	Japan	\$220,000
Holstein heifers	Korea	\$481,000

- 3. O.W.R.C. Select Japanese Sunflower Market Development Team to the Region - August, 1980:

The Agricultural Marketing Program developed, coordinated, and sponsored a Select Japanese Sunflower Team to the Old West Region. Team participation was made up of selected representatives of firms directly involved in the importation, utilization and marketing of sunflowers and sunflower products.

The format of the project was to emphasize a comprehensive in-region tour of production areas; seminars on seed, meal, and oil usage; and to introduce growers, marketing contacts, and public officials.

A Select Sunflower Team project is consistent with Program goals, Program Annual Operating Plan, and served as an excellent project for a coordinated effort by the Regional Program, State Marketing personnel, Sunflower Councils, and grower associations or interests.

SURVEY OF RESULTS

The project was successful in accomplishing the designed objectives and will prove to be an important initial action to develop and expand Japanese markets for sunflowers and sun oil from the Region.

- a) Eight representatives of Japanese companies directly involved in the importing and utilization of oil seeds elected to participate as team members. Four members were based in Japan and four were from the U.S. offices of Japanese companies.
- b) The itinerary for the teams in-region tour was excellent in terms of content and timing. The cooperating state departments of agriculture and producer sunflower councils of North and South Dakota developed a comprehensive, wide ranged tours to effectively meet the objectives of the project and the interests of the team members.

The tour enabled team members to gain detailed information on: production, costs of production, storage and quality control, supply potentials, merchandising contacts, crushing facilities, research on oil and meal utilization for human and livestock consumption, transportation, and pricing information.

- c) The majority of team participants are members of the Japan Oilseed Processors Association. Upon return to Japan Mr. Fujii, Team Leader, made a presentation to the Association on their tour to the Old West Region.
As a result, four other Japanese companies requested of the North Dakota Sunflower Council if they could have a similar tour at their own expense. Arrangements were made and the second group came to the Region in late August.
It can be concluded that; 1. the O.W.R.C. Sunflower Team project was successful for the original team, 2. the potential for expanded utilization of sunflower and oil is being actively pursued and planning is being conducted by the importing firms.
- d) The O.W.R.C. Japanese Sunflower Team project provided an opportunity for the North Dakota Sunflower Council and the South Dakota Sunflower Council to further exhibit their capability and commitment to maintain an effective foreign market development program. Their involvement in the project was used as part of their presentation to the Foreign Agricultural Service requesting a "Cooperator" status program be approved for foreign market promotion of sunflowers.
F.A.S. has tentatively approved the request. This will lead to a producer oriented program in the nature of U.S. Wheat Associates.
- e) Follow-up meetings have occurred between a major new crushing facility in North Dakota and representatives of two Japanese companies.
The plant will be operating in October and is involved in sales negotiation for delivery of sun oil.
Follow-up contact will be maintained to identify any consummated sales.

4. O.W.R.C. Livestock Trade Development Mission to Argentina, Uruguay, Brazil - August 1980:

The Agricultural Marketing Program developed, sponsored and coordinated a Livestock Trade Development Mission to the countries of Argentina, Uruguay and Brazil. Mission participation was made up of individuals, association representatives and others interested in developing foreign markets for livestock products from the Old West Region.

The format of the Trade Development Mission involved attendance of a major livestock exhibition and show in each country. Individual business meetings were also scheduled for each participant.

This project represents and opportunity for trade development in a product area, livestock, which the States of the Region have an established reputation for superior quality and advanced production technology. This represents a favorable "competitive advantage".

The three countries selected for the Mission, particularly Argentina and Brazil, represent areas of established trade ties with the United States and also present the best potential for trade development for breeding stock: beef, dairy and swine.

A Livestock Trade Development Team to South America is consistant with Program Goals and Annual Operating Plan.

The Team was comprised of seven persons, plus myself. Commodities represented included dairy heifers, beef cattle, breeding swine, swine semen, nutrition and management technology. Three state marketing officials also participated

SURVEY OF RESULTS

- a) The project plan was to attend three major livestock shows and develop contacts at the shows. The Exhibits visited were:

Palermo International Livestock Expo, Buenos Aires, Argentina
Prado Internation Livestock Show, Montevideo, Uruguay
Esteio International Agriculture Expo, Porto Allegre, Brazil

- b) Meetings and briefings were conducted with U.S. Embassy, Agricultural Attaches and staff in each of the three countries.
c) Team members conducted meetings with thirty business contacts.
d) The thirty business meetings resulted in ten contacts with high sales potential which represent a projected potential sales value of approximately \$980,000.

Actual sales consummation of potential sales will require detailed follow-up efforts and arrangements for in-region buying tours for interested buyers.

- e) The Agricultural Marketing Program and State Marketing Officials in cooperation with Exporters from the Region are following up:
1. Provided additional registration records and performance information to contacts.
 2. Presented official invitations to ten contacts to tour the Region and/or appropriate producer operations in the Region for selection and purchases.
 3. Provided information relating to U.S.D.A. comodity credit livestock financing to specific importers

Follow-up survey will be maintained to identify sales results and to provide assistance.

TRADE LEADS AND MARKET SERVICES

(Tasks 2-3-5-6-7-9)

Specialized trade leads represents individual market and buyer contacts which are quique in terms of method of identification, timing and sales potential. These leads are not those which are developed and distributed by standard programs such as the Foreign Agricultural Service U.S.D.A. The represent individual efforts by firms, state marketing personnel, the Old West Agricultural Marketing Program, O.W.R.C. Tokyo office and Mr. Hutchinson.

a) During the period of September, 1978 through September, 1980 eighty-two (82) select trade leads have received specialized follow-up and service by this Program in cooperation with individual State Department of Agriculture, Tokyo office and Hutchinson.

b) Completed Sales Value: (information may not be all inclusive)

Lamb carcass	Mid-East	\$3,070,000
Dairy cattle	Korea	700,000
Honey	Mid-East	39,000
Registered horse	Europe	1,200
Dairy cattle	Korea	180,000
Honey	Mid-East	60,000
Buffalo	Japan	30,000

c) Special cooperative market service resulting in a growing contract for rapeseed with Japan importer \$2,500,000 .

V. MEETINGS, PROGRAMS AND PRESENTATIONS:

1. Agriculture and Natural Resources Advisory Committee Meetings.
(Grant Section 2-8.1; Tasks 3-8-9-10)

Presentation of program operations and Progress Reports were presented at each scheduled meeting of the Advisory Committee.

January 16, 1979 - Montana
April 8, 1979 - Nebraska
July 23, 1979 - North Dakota
October 10, 1979 - South Dakota
January 21, 1980 - Montana
April 9, 1980 - Nebraska

2. Program Operational Meetings.

- A. Agricultural Marketing Officials Meeting Billings, Mt., January 15, 1979.
(Tasks 2-4-5-9)

Marketing Officials from each of the five states were invited to meet with the Program Subcommittee members and Mr. Fastrup. The purposes of the meeting were: 1) to have each state representative present their program, to discuss marketing needs of the Region; 2) to present the goals, objectives and capabilities of the Agricultural Marketing Program in providing assistance and cooperation with the states activities; 3) to exchange information and discuss projected components to be developed in the Programs Operating Plan.

- B. O.W.R.C. Tokyo Office Operations Meeting, Billings, Mt., March 13, 1979.
(Tasks 3-9)

Invited to participate in meeting with Mr. McOmber, Grant Administrator; Mr. Fogarty, Commission Program Coordinator; and Mr. Kyle, Tokyo Office Contractor.

The main purpose of the meeting related to developing operational components to maximize coordination between the projects, to review details and responsibilities of the operating plan, and to exchange commodity supply information as well as Japanese Market Potentials.

The meeting contributed to the effective coordination between programs and to maximize the service to the Region.

- C. Agricultural Marketing Program Operations Meeting, Billings, Mt., Sept. 27, 1979.
(Tasks 2-4-5-9)

Marketing officials and marketing program subcommittee members met to review and evaluate the program and develop marketing service project to be addressed in the Operating Plan for the period January 1980 - September 1980.

Evaluations of program activities together with discussions relating to state marketing program plans identified project priorities the Regional Program

would address so as to best serve state needs in conjunction with accomplishing task responsibilities of the primary grant.

- D. O.W.R.C. International Marketing Program Contractors Meeting
Portland, Oregon, February 10-12, 1980.
(Tasks 2-4-5-9)

The meeting between Mr. McOmber, Mr. Fogarty, Mr. Hutchinson and Mr. Fastrup was scheduled to coincide with Mr. Kyle's U.S. travel schedule. It provided an excellent opportunity for the Grant Administrator and the contractors to discuss program policy and operations.

3. Program Service Meetings
(Tasks 2-5-6-7-9)

February 13-14, 1979 - Pierre, South Dakota

Meet with Agriculture Department officials for general program discussions, Asian Trade Mission details, and meetings with four exporting interests.

February 20-22, 1979 - Washington, D.C.

Meet with U.S.D.A. Foreign Agricultural Service officials to explain Agricultural Program services and identify areas of assistance and cooperation.

February 28-March 2, 1979 - Lincoln, Nebraska

Meet with Agriculture Department officials for general program discussions, commodity inventory information, and meetings with three exporting interests.

March 5, 1979 - Lovell, Wyoming

Meet with Department of Agriculture marketing officials for general program discussions, commodity supply information, Asian Mission details, and meeting with exporting interests.

March 7-8, 1979 - Helena and Kalispell, Montana

Meet with Agriculture Department officials for general program discussions, commodity supply information, and presented program information to a group of potential exporting interests.

May 17-18, 1979 - Denver, Colorado

Accompanied McOmber, Fogarty, Kelly and Hutchinson to meet with U.S. Meat Export Federation officials to present O.W.R.C. Agricultural Marketing Program policy and operation details of the three programs. Also, discussed potential areas and projects for mutual cooperation.

October 10-12, 1979 - Pierre, South Dakota

Meet with the South Dakota Ag Unity Organization representing a wide range of farm groups and the South Dakota Marketing Commission. A presentation of the Program Operations, services, and activities were presented to both groups.

December 4-5, 1979 - Jackson, Wyoming

Wyoming Farm Bureau Convention. Participated on international trade panel, discussed international market potentials and presented Program services available.

February 18, 1980 - Great Falls, Montana

W.I.F.E. State Convention. Participated on international trade program and presented information on the Program services.

April 22, 1980 - Billings, Montana

U.S. Department of Commerce - City of Billings Export Seminar. Participated on international trade panel. Presented market potentials for agricultural products and Old West Program services available.

June 18-19, 1980 - Jamestown, North Dakota

Governor's International Trade Workshop. Participated on international panel, presented a report on the Program activities and services available.

4. In-Region Tour March 10-18, 1980
(Tasks 2-6-7-9)

Mr. Azemoto, Mr. Hutchinson, Mr. Fastrup representing the three components of the Old West Agricultural Marketing Program toured the Region to participate in meetings and information sessions pertaining to the total program in each of the five states.

The format included meetings with Department of Agriculture personnel, producer organizations, and individual exporting interests in each state.

The meetings resulted in providing persons with examples of the coordination between the three projects, information of the Programs services available, an exchange of information on commodities available for export, and the assistance needs to help enter the export market.

VI. BUDGET AND FINANCIAL DATA:

Specific Tasks. The Grantee shall perform the following tasks:

Task 1 - Secure personnel to consist of one professional person and one administrative secretary to staff the office of Agricultural Market Development Coordinator previously established and to be retained at Billings, Montana. Grantee shall select and contract with the Marketing Coordinator subject to constraints of this Grant, with the concurrence of the Commission's Executive Committee. The Marketing Coordinator shall be considered an independent contractor and not the agent or servant of Grantee. The Marketing Coordinator shall possess the educational background in related disciplines and/or experience necessary to meet the standards set forth on Exhibit 'C' hereto attached and by reference made a part hereof. The contract with the Marketing Coordinator shall incorporate therein, to the extent deemed appropriate by Grantee, those parts of Article 2-5, Specific Tasks, to be performed by the Marketing Coordinator. The Grantee shall have discretion regarding the administrative secretary position to select and hire as an employee or retain as an independent contractor, with the concurrence of the Marketing Coordinator.

Task 2 - Review and evaluate information and programs pertinent to the Region, including available marketing services, commodity inventories and marketing service needs. (See work plan for period 7/78 - 9/79 attached as Exhibit "B".)

Task 3 - Identify commodities, markets and market development activities of high potential, both domestic and international. Make recommendations to the Agricultural and Natural Resources Advisory Committee concerning program and developmental efforts.

Task 4 - Organize and initiate efforts within the scope of the Agricultural Marketing Program goals, including development of program methodology and scope of work.

Task 5 - Coordinate project marketing efforts with State Departments of Agriculture. Assist state marketing officials to gain needed exposure and experience in overseas activities.

Task 6 - Acquire, process and dispense information related to market development goals.

Task 7 - Serve as a focal point for market information and provide assistance for industries and persons which display an interest in establishing market development projects.

Task 8 - Prepare analysis reports of marketing project initiated, marketing problems and opportunities, and information projects.

Task 9 - Serve as technical resource in the marketing area to the Old West Agricultural and Natural Resources Advisory Committee and represent the Old West in dealing with potential buyers, official representatives, government agencies and industry boards.

VII. APPENDIX:

Task 10 - Identification of small but urgent marketing efforts (designed to cope quickly and effectively with smaller "needs" or "targets of opportunity" which may be identified). Primarily these projects would be identified by the Marketing Coordinator or Agricultural Advisory Committee. Once the project is identified:

- a. The Marketing Coordinator will draft a proposal addressing the project to include sections on justification, need, objectives, methodology, time frame and budget.
- b. The proposal shall then be submitted for review by the Agricultural and Natural Resources Advisory Marketing Subcommittee and Program Coordinator, with their recommendations to be submitted to the Grantee and Federal Cochairman for approval.
- c. The approved proposal shall then become a specific task and shall constitute a supplement to this article and shall then be implemented.
- d. No expenses shall be incurred related to the proposal until approved and expenditures thereafter shall be pursuant to the limitations of the budget portion of the proposal as approved.

